

MO  
ECON. Job  
9:988-90  
c. 1

# JTPA Coordination and Special Services Plan

for Program Years 1988 and 1989



**MISSOURI**  
A T W O R K



# MISSOURI JOB TRAINING COORDINATING COUNCIL

## *Business*

**J.C. Benage**, President & Chairman  
of the Board  
United Savings and Loan Association

**Barbara Carroll**, Secretary-Treasurer  
Pipe Fabricators, Inc.

**Ken Christgen, Jr.**, Vice-President  
Walnut Products, Inc.

**Bill House, Jr.**, President  
House Construction Co., Inc.

**Mysie Keene**, Realtor Associate  
Blanchard Realty Co.

**Jack McCarthy**, President  
Chem-Free Water Technologies, Inc.

**Janice C. Schuerman**, Vice-President of  
Corporate and Member Services  
MFA Inc.

**Warren T. Snover**, Director of the  
Human Resources Department  
National Benevolent Association

**Jan C. Tupper**, Senior Project Director  
Allgeier, Martin & Associates, Inc.

**John Walker**, Senior Vice-President  
of Corporate and Information Services  
Blue Cross and Blue Shield of K.C.

## *Local Government*

**Randy Best**, Treasurer  
Clark County

**The Honorable H.C. Compton**  
Presiding Commissioner  
Greene County

**Betty Gregoire**, Assessor  
Platte County

**Mike Johnson**, Public Administrator  
Ripley County

**Larry Webber**, Mayor  
Mexico, Missouri

## *General Public*

**Samuel Marshall**, Associate Minister  
Metropolitan Missionary Baptist Church

## *Local Education*

**Joseph Daniels**, Director of  
Vocational & Adult Education  
Carrollton AVTS

**Dr. William J. Mann**, Chancellor  
Metropolitan Community Colleges

**Dr. Donald Shook**, President  
St. Charles County Community College

## *Community-Based Organization*

**Doris Jones**, Vice-President of  
Community Programs  
Urban League of Metropolitan St. Louis, Inc.

## *Labor*

**George P. Clark**, Representative  
St. Louis Carpenters District Council  
Local Union 1310

**Daniel J. "Duke" McVey**, President  
Missouri State Labor Council

**Clinton Ramsey**, Consultant  
Operating Engineers Local 101

## *State*

**Dr. Bob Bartmann**, Commissioner of Education  
Department of Elementary and  
Secondary Education

**C. Bruce Cornett**, Director  
Division of Employment Security

**Carl Koupal, Jr.**, Director  
Department of Economic Development

**Tom Sullivan**, Deputy Director  
Department of Economic Development

## *General Assembly*

**The Honorable Bob Griffin**  
Speaker of the House

**The Honorable John Bass**  
Missouri Senate



MISSOURI STATE LIBRARY

AUG 30 1988 3 4 3

DEPOSITORY DOCUMENT

**JTPA**  
**Coordination and**  
**Special Services Plan**  
for Program Years 1988 and 1989



**MISSOURI**  
**A T W O R K**

---

*Submitted to U.S. Department of Labor  
in compliance with Public Law No. 97-300 as  
Governor's Coordination and  
Special Services Plan  
for Program Years 1988 and 1989*





# TABLE OF CONTENTS

---


Introduction	1
Governor's Goals and Objectives	2
Coordination Criteria	4
Evaluation of Experience Over Past Two Years	8
Resource Use	11
Title II SDA Level Resource Use	11
Title II-A - Administrative Activities	11
Title II-A - 3% Experienced Worker Program	12
Title II-A - 8% State Education Funds	13
Title III - Worker Reentry Program	16
Oversight and Support Activities	18
Performance Standards	19
State Incentive Grants	21
Governor's Coordination and Special Services Activities	22






# INTRODUCTION

The Governor's Goals and Objectives for job training in Missouri have guided the Coordination and Special Services Plan development. The Goals and Objectives establish direction for the use of job training resources which resulted in the activities described in the Coordination and Special Services Plan. These goals and objectives were in turn fashioned by a number of state and local actions.



The Governor established the Missouri Opportunity 2000 Commission to explore the role and contribution of economic development, education, health, and quality of life as each relates to the fulfillment of Missourians' expectations and aspirations. To do this, the Commission analyzed existing problems and barriers and offered fifty-five recommendations to improve the range of opportunities for Missourians. A common underlying theme of these recommendations issued in the Missouri Opportunity 2000 Commission Report is that business, labor, community organizations, and state and local government institutions need to begin working together now to plan and prepare Missouri's workforce to meet changing workplace requirements in the year 2000 and beyond.

All projections concerning Missouri's future indicate the state's economy will be more dependent on knowledge than it is today. Future gains in productivity will depend on the knowledge and skill that workers bring to their tasks. Job training programs then form an important tool in Missouri's economic development efforts. Missouri's job training and placement system identifies, trains, and places individuals with employers who are in need of a trained workforce. Job training benefits all of Missouri by upgrading the skills of the workforce and reducing potential mismatches between employers' needs and workers' skills. The system has resources to help attract new employers to the state while helping existing employers with the expansion of their workforces.



It is through employment that individuals and their families meet their material needs, gain dignity and self-respect, exercise their talents, pay taxes, and

gain the opportunity to contribute to the larger community. Likewise, it is through educated, trained, motivated, and productive employees that businesses are able to earn the profits that fuel growth, add new jobs, pay good salaries, provide substantial benefits, pay taxes, and contribute to the economic and charitable needs of the community and the state. Therefore, an effective coordinated job training and placement system is essential to assure Missouri's economic growth and quality of life.

A number of new state initiatives, both legislative and organizational, have broadened the State's employment and training effort since the Job Training Partnership Act (JTPA) began. These initiatives have taken many forms, such as: enabling legislation to help improve programs designed to assist distressed industries; amendments to the state's Employment Security statutes designed to encourage greater participation in training by individuals affected by plant closings and mass layoffs; the formation of a Governor's Advisory Council on Literacy, and; studies by the State Council on appropriateness of training, marketing strategies, and coordination of services. Also, an association of Private Industry Council (PIC) Chairpersons has been established to enhance the exchange of information and improve collaboration among the Service Delivery Areas (SDAs). The systems necessary to implement job training programs are in place providing training and retraining for Missouri's workforce.

The job development and training system must now move ahead to meet future challenges. Continued economic progress will require an efficient use of resources. Increasing opportunities for participation in the labor market and in training programs by all of Missouri's citizens will require innovative approaches to program design and funding. For example, programs which target Aid to Families with Dependent Children (AFDC) families, at-risk youth, and school dropouts must be tailored to serve the special needs of each group. A continually changing economy necessitates programs which provide a flexible and adaptable workforce.



# GOALS & OBJECTIVES

**T**he following goals and objectives highlight the Governor's priorities for the job training and placement system. They are a description of the direction in which the system should move as it strives to meet the needs of Missouri, its employers, and its citizens in a rapidly changing economy.

## Provide Opportunity and Ensure Economic Growth

Increasing Missouri's economic potential requires a strong coordinated approach to economic development. In turn, effective economic development necessitates diverse yet interrelated efforts to assist employers. Such efforts may include assisting new companies locating in Missouri, supporting existing businesses with expansion efforts, and assisting distressed industries facing layoffs or shutdowns. The job training system can play an important role in meeting this goal by achieving the following objectives.

- ~ Expand a marketing program which clearly communicates to employers and the public the availability and capability of job training and economic development resources in Missouri.

- ~ Increase the efficiency of delivering training for potential employees of new or expanding businesses and when necessary, provide retraining and upgrading to support new capital investments of existing businesses through resources from both state and federal funds.

- ~ Implement programs which train workers in the skills required by employers and meet employers' hiring and production needs.

- ~ Provide continued support to ensure a comprehensive, effective public labor exchange.

- ~ Promote and support continuing improvements in Missouri's labor market information system.

- ~ Promote and support an interagency rapid response capability to assist Missouri employers, employees, and communities faced with mass layoffs or shutdowns to help all parties maintain economic viability.

## Increase Missourians' Skills to Improve Individual Economic Potential

An educated citizenry is Missouri's greatest asset as we move toward the 21st century. Missourians must be proficient in the basic skills necessary for self-sufficiency and for the more advanced and flexible training opportunities of the future. Job specific vocational skills will continue to be necessary to acquire and retain productive employment. This supports the Governor's Advisory Council on Literacy basic philosophy that education should enable individuals to maximize their potential for an



enriched life. Meeting the objectives below will help Missourians achieve their maximum individual economic potential.

~ Provide access to and acquisition of basic literacy skills, particularly when such programs enhance job training tailored for the workplace.

~ Ensure training opportunities are developed which enable women and other targeted populations, including the homeless and veterans, to effectively participate in Missouri's workforce.

~ Continue to implement public/private initiatives to address the remedial and basic education needs of at-risk youth.

~ Encourage the use of employer knowledge along with available labor market information to plan training programs.

~ Provide the means for welfare families to gain knowledge and job skills necessary to become financially independent.

## **Increase the Efficiency and Effectiveness of Missouri's Job Training Program Delivery System**

Missouri's job training and development system is composed of economic development, training, and placement agencies in four departments of state government which administer a wide variety of federal, state, and local job development programs. In addition, a number of agencies provide supportive services to training program participants or use the training system to provide services to their clients. Clearly, these agencies as well as other statewide organizations such as the Missouri Organization of

Private Industry Council Chairpersons, Training and Employment Administrators of Missouri, and various councils and associations involved with vocational education, community action, and women's economic development must work together with private business and industry to ensure effective program implementation. By meeting the objectives outlined below, Missouri can ensure improved operation of job training programs.

~ Encourage increased involvement of Private Industry Councils in the design and development of local job training programs.

~ Actively encourage the Missouri Job Training Coordinating Council in policy-making duties.

~ Ensure professional staff maintains a high quality of service.

~ Continue to develop and refine communication channels for job training issues among respective state agencies.

~ Support joint job training projects among related state agencies and initiate additional projects which meet the Governor's goals.

~ Support the partnerships between state and local governments, service agencies, and business and civic leaders to develop and implement a coordinated strategy to identify and meet the needs of youth in the year 2000.



# COORDINATION CRITERIA

**T**he Governor and the Missouri Job Training Coordinating Council (MJTCC) recognize that many agencies and programs constitute Missouri's job development and training system. Further, these agencies use a variety of methods to provide job training programs as a critical tool in the economic development potential of the State. These programs must be delivered as effectively and efficiently as possible.

One method to improve the diverse service delivery of multiple agencies is to concentrate on improving the speed and accuracy of those interactions directly affecting an employer's or resident's ability to benefit from the available services. Increasing the speed and accuracy of these interactions requires planning and coordination of activities, information collection, and dissemination with respect to the clients served by the involved agencies. In this case, information collection and dissemination efforts common to all job development and training agencies and programs include: employer contact, job development, and participant intake.

Two of the following criteria concentrate on establishing planned and coordinated efforts in the above areas within each SDA in the State. The third criteria concentrates on improving information sharing and policy development between job training and education programs.

## CRITERIA 1

### DEVELOP AND IMPLEMENT AN OUTREACH, INTAKE, ASSESSMENT, AND REFERRAL PLAN.

#### I. Purpose

The planned system should improve a Missouri resident's ability to identify available training and employment opportunities, and to enroll in appropriate program activities.

#### II. Requirements

1. The following agencies must be contacted in writing to request their participation in developing the plan:

- ~ Community Action Agencies
- ~ Local Employment Security Offices
- ~ Local Education Agencies
- ~ Local Family Service Offices
- ~ JTPA Administrative Entities (AEs)
- ~ SDA PICs
- ~ Regional Planning Commissions
- ~ Local Economic Development Agencies
- ~ Other appropriate agencies

2. The plan must describe activities which each agency will perform and the agency role and responsibility within the Outreach, Intake, Assessment, and

Referral system. Activities to be described must include:

- ~ the dissemination of information regarding available programs and activities
- ~ application forms and procedures
- ~ assessment process
- ~ referral procedures
- ~ enrollment procedures

3. The plan must include an implementation timetable.

4. The plan must describe the PIC established measures which will be used to evaluate the success of the overall plan. The outcomes must be measurable and/or demonstrable, linking the roles and responsibilities of the participating agencies.

In addition to the required outcomes and success measures, the plan is to include a description of the process and time frames which will be used by the PIC or its designee to monitor and revise the plan as necessary.

5. The planning timetable must be completed and submitted with the SDA's final two year Program Year 1988-1989 (PY'88-89) job training plan.

### III. Required Outcome of the Planning

1. A plan of action to ensure that clients in need of special services not provided under JTPA are referred to the appropriate agency or agencies.

2. A plan of action that will minimize duplicate requests for information from clients. (For example, local Division of Family Service offices may require the same information as local JTPA service providers to determine eligibility.)

These plans of action may result in:

- ~ a common intake form
- ~ improved use of automation to transfer participant or applicant data

- ~ co-location of agency staff
- ~ common assessment tools
- ~ other local innovation and improvements

### IV. Implementation

The agencies contacted to request participation in the development of the plan are to be provided a copy of the draft plan for review and comment. The plan must be submitted by July 1, 1989. The plan can be implemented in stages but must be fully implemented by July 1, 1990.

## CRITERIA 2

### DEVELOP AND IMPLEMENT AN EMPLOYER MARKETING PLAN.

#### I. Purpose

The planned system should reduce duplicate employer contacts and result in more cost-effective job development efforts.

#### II. Requirements

1. The following agencies must be contacted in writing to request their participation in developing an employer marketing plan:

- ~ Local Employment Security Offices
- ~ Division of Vocational Rehabilitation
- ~ Local Education Agencies
- ~ Statewide Program Operators
- ~ JTPA Administrative Entities
- ~ SDA PICs
- ~ Local Economic Development Agencies
- ~ Other appropriate agencies

2. The plan must describe the role, responsibility and activities for each agency within the local



employer contact and job development system. Activities to be described must include:

- ~ information dissemination regarding available programs and services
- ~ employer contact procedures
- ~ job development procedures
- ~ advertising activities

3. The plan must include an implementation timetable.

4. The plan must describe the PIC established measures which will be used to evaluate the success of the overall plan. The outcomes must be measurable and/or demonstrable, linking the roles and responsibilities of the participating agencies. In addition to the required outcomes and success measures, the plan is to include a description of the process and time frames which will be used by the PIC or its designee to monitor and revise the plan as necessary.

5. A planning timetable must be completed and submitted with the SDAs final two year PY'88-89 job training plan.

### III. Required Outcome of the Planning

1. A plan of action that will ensure minimal duplication of employer contacts by service providers.

2. A written report on the feasibility of sharing job openings and applicant pools among JTPA service providers.

These plans of action may result in:

- ~ arrangements to share staff and staff costs
- ~ improved use of automation to share information
- ~ designated market territories
- ~ arrangements for shared credit or cost reimbursement
- ~ arrangement to coordinate referrals to employers

~ other innovative and cost-effective local options

### IV. Implementation

The agencies contacted to request participation in the development of the plan are to be provided a copy of the draft plan for review and comment. The plan must be submitted by July 1, 1989. The plan can be implemented in stages but must be fully implemented by July 1, 1990.

## CRITERIA 3

### DEVELOP AND IMPLEMENT AN EDUCATION LINKAGE POLICY.

#### I. Purpose

The education linkage policy should improve JTPA and education efforts to target both federal and state resources for maximum benefit in serving clients.

Educational institutions are available to provide occupational skill training, classroom customized training, literacy and/or basic skills training and other educational services. To the degree that those services are available in or to the SDAs and have the capability of assisting the PIC, the PIC must identify educational priorities and develop objectives that can be achieved through linkage with these educational institutions.

#### II. Requirements

1. The following agencies must be contacted in writing to request their participation in developing an education linkage policy:

- ~ Local Area Vocational Technical Schools
- ~ Local Adult Basic Education Programs (ABE)
- ~ Local Community Colleges

2. The policy must rank the following educational/training activities in the order of PIC priority:

- ~ occupational skill training
- ~ classroom customized training
- ~ literacy and/or basic skills training
- ~ at-risk youth programs
- ~ welfare-to-work transition (if applicable)

3. The policy must describe for each identified activity the:

- ~ rationale for the ranking given to each
- ~ anticipated target groups
- ~ agencies available to provide the program
- ~ suggested program models
- ~ potential funding options

4. The planned priorities need not be limited to those activities which the PIC can accomplish using Title II-A funds under JTPA. Other potential funding options include:

- ~ Department of Elementary and Secondary Education (Adult Basic Education, Vocational Education, and Vocational Rehabilitation)
- ~ Title II-A JTPA 8% funds
- ~ Foundation funds

5. A planning workplan which identifies time frames and action stages in the development of the education linkage policy must be completed and submitted with the SDA's final two-year PY'88-89 job training plan.

### III. Required Outcome

1. A policy statement that identifies the PIC's approach to improving JTPA and educational efforts to target both federal and state resources to maximize educational services to clients.

The policy may result in:

- ~ improved definition of education requirements for local job training programs
- ~ strategic leveraging of JTPA and education funds
- ~ reduced duplication of planning, costs and facilities
- ~ action plans for new or innovative educational programs

### IV. Implementation

The education linkage policy must be developed and submitted by January 1, 1989.



# EVALUATION OF PAST EXPERIENCE

## Missouri's Job Training Partnership Act (JTPA) Experience

### Program Year 1986 and Program Year 1987

**D**uring PY'86 of JTPA, 21,066 Missourians entered training programs throughout the State. Of the 17,690 participants who left the program during the year, 11,052 were placed in jobs. This represents a 62 percent entered employment rate.

There was little change in the mix of program activities from PY'85 to PY'86. Once again, a high percentage of program participants (30 percent) were placed in service occupations, followed by clerical and sales (23 percent). Nine percent were placed in structural work.

Missouri's SDAs performed well on the Title II-A performance measures during PY'86. Of particular note during the program year were two performance standards - Cost Per Entered Employment, which was 36 percent lower for adults than the standard, and 52 percent lower for youth. Also, the placement rate for adult welfare recipients exceeded the standard by approximately 17 percent.

Each SDA was assessed against performance standards for both adult and youth programs under

Title II-A as required by the law. Statewide, the SDAs' adult entered employment rate was 72%; the welfare entered employment rate was 61%; the average wage at placement was \$4.62 per hour; and the average cost for an entered employment was \$2,529. The SDAs' youth entered employment rate was 51%; the overall positive termination rate was 83%; and the cost per positive termination equalled \$1,744.

Four SDAs exceeded all seven adult and youth performance standards. Five SDAs exceeded six, three SDAs exceeded five, and three SDAs exceeded four or less. All fifteen SDAs were eligible for incentive grants for exceeding a weighted average of their performance standards.

During PY'86, the state's customized training program -- a program designed to meet the training needs of new and expanding employers by tailoring training programs to employer needs and to retrain employed workers when made necessary by new capital investments -- utilized several funding sources: JTPA Title II-A (8%), JTPA Title II-A funds avail-

able from each of the State's 15 PICS, the Missouri Job Development Fund, and General Revenue funds available through the Department of Elementary and Secondary Education (DESE). These combined resources provided approximately \$18,000,000 during PY'86 for Customized Training activities.

The state trained 1,281 eligible participants using JTPA Title II-A (8%) funds. Those who entered employment received an average hourly wage of \$4.82 at an average training cost of \$1,775. In addition, the 15 PICS' local Customized Training activities trained 2,934 JTPA eligible participants, with 82 percent of them entering employment at an average hourly wage of \$4.91. The average training cost per employed person was \$2,214.

Through the Missouri Job Development Fund, the state funded 21 projects which helped train 2,081 state residents for newly created jobs, and retrained 3,287 so they could retain their current employment.

---

*Through the Missouri Job Development Fund, the state funded 21 projects which helped train 2,081 state residents for newly created jobs, and retrained 3,287 so they could retain their current employment.*

---

Joint efforts between the Division of Job Development and Training (JDT) and DESE resulted in an additional 24 projects to train 2,680 participants. Also, DESE provided classroom skill training programs for 205 employers which served over 41,000 participants.

During PY'86, the Experienced Worker Program served 1,428 age 55 and over workers; 883 were placed into unsubsidized jobs at an average hourly wage of \$4.46 with an average cost per entered employment of \$1,345.

The Worker Reentry Program serves workers who are laid off because of business closures or cut-backs, and are not likely to return to their previous in-

dustry or occupation. During PY'86, this program trained or retrained more than 6200 laid-off workers with 79 percent entering employment at an average hourly wage of \$6.23.

In the first half of PY'87 (through December 31, 1987), 11,395 participants were served in Title II-A training programs statewide. Seventy-four percent entered employment. SDA performance for the first half of PY'87 was evaluated using the Secretary of Labor's performance standards model. Statewide, the SDAs' adult entered employment rate was 80 percent; welfare entered employment rate equalled 71 percent; the average wage at placement was \$4.80 per hour; and the average cost for an entered employment was \$2,586. Statewide, the SDAs' youth entered employment rate was 62 percent; the overall positive termination rate was 88 percent; and the cost per positive termination equalled \$2,698.

During the first half of PY'87, customized training projects trained 2,488 individuals. Seventy-five percent of these individuals entered employment. During this same period, the Division funded 35 projects through the Missouri Job Development Fund, which retrained 6,229 individuals to enable them to continue their current employment, and trained 1,597 for newly created jobs.

Training and services for the Worker Reentry Program during the first half of PY'87 included a variety of services, with job clubs and job search assistance providing the most cost-effective means of re-employing dislocated workers. During the first half of PY'87, 2,682 dislocated workers were trained or retrained with an entered employment rate of 84 percent.

The Experienced Worker Program provided job training to 561 economically disadvantaged individuals aged 55 and over during the first half of PY'87. Eighty-three percent of the participants who completed the program entered employment.

With approximately 850,000 persons eligible for JTPA programs, Missouri's potential demand for job training far exceeds the supply of job training



services. These limited job training resources must be used in the most efficient and cost-effective manner to increase employment opportunities for Missourians. By coordinating the planning, design, and delivery of job training with other related public and private activities, the programs and services benefited more Missourians than would have otherwise been possible.

Coordination activities during PY'86 and PY'87 were targeted at three levels: coordination among agencies at the state level; coordination between the State and local agencies; and coordination at the local level. At the state level, coordination efforts centered on job placement and education activities. One new step in coordinating efforts was the implementation of automatic computerized registration of JTPA participants for Wagner-Peyser Services offered by the Division of Employment Security (DES). This was accomplished through redesign of the on-line computer JTPA management information system to include necessary information to register for job placement services.

In cooperation with the SDAs and local basic education programs, JDT and DESE put into operation a program design which integrated adult basic education and job training programs in an effort to expand basic education program availability. The program is a computer-assisted remediation program called Basic Education Initiative, BEI. Nearly 11,000 people were served at 43 locations by the end of PY'86.

Partnerships between state and local agencies focused on opening new joint programs and new lines of communication. The Basic Education Initiative implementation provided opportunities for information exchange. JDT required its Title III and Older Worker (Title II-A 3%) program contractors to coordinate their services with the SDAs through formal agreements. Dislocated workers who needed vocational education were referred to local education agencies. Customized training projects were coordinated with SDA efforts through joint funding.

The most significant and lasting partnership has been the voluntary cooperation of local agencies

providing services because of mutual interests. JTPA provides the legal authority to bring together the public and private agencies and employers to influence service delivery in their regions. Thus, previous partnership efforts were supported by an entity which had the resources and talents to bring together the necessary actors at the local level to ensure efficient and cost-effective delivery of services.

The Governor's Coordination Criteria required written, non-financial agreements between employment and training agencies, welfare agencies, and educational agencies to enhance existing informal partnerships and encourage the development of new partnerships. Joint planning with DES on Wagner-Peyser Services was encouraged.

In spite of all of this effort, the job training and development system in Missouri is not a tightly integrated system with well-defined goals. At the Governor's request, the State Council formed an issue group to address and submit recommendations on coordinated delivery of services. Based on a study which began in PY'86, the final report that was printed in mid-PY'87 recommends the state provide more planning, guidance, and technical help through an orchestrated interagency approach for local programs to more effectively serve employers and workers. The Coordination Criteria for PY'88 and '89 was developed to facilitate the interagency approach.

# RESOURCE USE

## Title II - SDA Level Resource Use

**R**esources available for PY'88 are at approximately the same level as the previous year. SDAs in Missouri will use JTPA Title II-A and II-B resources to provide a variety of job training activities in accordance with approved Job Training Plans. Funds will primarily be used for programs that involve vocational skills classroom training and on-the-job training. The Title II-B programming mix, while predominately emphasizing a work experience activity, will include a remedial and basic education activity in the majority of the SDAs in PY'88.

## Title II-A - 5% Administrative Activities

This funding source will be used by the State for auditing, administrative activities, and selected allowable activities under sections 121 and 122 of JTPA. Auditing and administrative activities include planning and evaluation, program management, operations and monitoring, and fiscal management.

JDT assists SDAs with the development of local plans and evaluates program effectiveness for both state and local programs. JDT also coordinates and

upgrades statewide participant and financial management of program performance levels. A post-program follow-up survey based on a random sample of all Title II-A adults and adult welfare terminees and on all Title III terminees statewide is conducted every 13 weeks. Local SDA job training plans are evaluated by the state for compliance with state and federal law and certified for consistency with the Governor's Coordination and Special Services Plan. The State fulfills all federal reporting requirements on JTPA program performance and develops policy issuances and regulations for the implementation and operation of JTPA.

JDT monitors contractors and job sites for compliance with federal laws and regulations. The State also monitors planned versus actual performance to ensure that SDA and Title III contractors' performance demonstrates consistent progress.

JDT ensures that the obligation and expenditure of JTPA funds and the use of property are in compliance with the requirements and conditions of JTPA grants. The State provides financial information to meet federal, state, and internal financial reporting requirements. Accounting records and documentation to identify and support expenditure of JTPA funds are also maintained. Also, a biennial, independent audit of each recipient of funds and the



procedures for deobligation of unspent funds and repayment of misspent funds are provided.

JDT will conduct selected activities under Section 121(c) of the Act as described in this plan. JDT provides staff support to the MJTCC to assist the Council in carrying out its duties as described in the Act.

## **Title II-A 3% Experienced Worker Program**

Missouri ranks sixth in the nation in the proportion of the population aged 55 and older, with almost one in four Missourians (23%) falling into this rapidly growing age bracket. In addition, approximately 250,000 Missourians aged 55 and over were economically disadvantaged, potentially meeting the JTPA eligibility guidelines.

JDT administers the Title II-A 3% Experienced Worker Program (EWP) through contracts with local program operators who have demonstrated the capacity to manage quality employment and training programs for older workers. JDT provides overall program planning, administration, technical assistance, monitoring and evaluation.

In PY'88 Missouri will distribute \$936,310 (excluding carry-in funds) under the Title II-A 3% set-aside to operate job training programs for older workers throughout Missouri. These funds will be used to train and employ economically disadvantaged older individuals, 55 years of age and over, who have encountered barriers to employment.

Funds will be distributed to a 3% contractor in each SDA based on an allocation method which considers the relative number of economically disadvantaged persons aged 55 and over within the SDAs. Using the Request for Proposal (RFP) process, JDT has previously selected contractors. The designated 3% contractors' responsibility will consist of, but not be limited to, the day-to-day operation and fiscal

functions of the program as specified in JDT's contract agreement with them.

On-the-job training and job search assistance comprise the two primary program activities for the EWP. On-the-job training may consist of either part-time or full-time training depending upon the needs of the older worker and the employer. Job search assistance is a group approach to teaching effective job finding skills to the unemployed.

In addition, all program operators will offer participants a comprehensive mix of services, tailored to individual needs. Additional assistance available to program participants include: assessment of skills; needs; employment goals; vocational training; counseling and supportive services; and, needs based payments, if appropriate. Following the assessment, job development efforts will be directed at both full-time and part-time on-the-job training in the private sector. Since part-time employment plays an important role in matching employers' needs with the needs of older workers, job development efforts will be specifically targeted to those employers using part-time positions. In addition, those industries and occupations projected to have the largest employment increases in the future are frequent users of part-time workers.

Vocational training will also be made available to older workers through a contract with the DESE. JDT has set aside Title II-A 8% funds specifically for this purpose to supplement the Title II-A 3% funding.

To assist EWP program operators in providing a mix of program services, the Missouri JDT will place greater emphasis on the provision of technical assistance, training and program reviews. Beginning in PY'88 all EWP contractors will be required to meet performance standards criteria in order to be considered for contract renewal in subsequent years. Those operators not meeting the performance standards criteria will be required to submit a funding proposal through the RFP process. EWP operators' performance will be regularly evaluated by JDT using a quarterly Performance Report sent to each program operator.

In addition, both state and local coordination activities will be increased. The Division has developed linkages with the Missouri Division of Aging, Missouri DES, Older Americans Act Title V operators, and other employment and training agencies which offer services to older individuals. The Division expects to expand employment opportunities for its older participants by networking with those agencies that provide employment services and share similar concerns for older individuals. In addition, a JDT staff member serves on the Division of Aging, Governor's Advisory Council - Employment Committee, to increase program coordination and exchange program information. Finally, EWP operators' Scopes of Work will be expanded to strengthen the linkages and information exchange between the SDAs and local program operators.

JDT plans to serve 900 older workers with an anticipated entered employment rate of 75 percent. The average cost per entered employment will be \$1,500 and the average wage at placement will be \$4.50 per hour.

## **Title II-A 8% State Education Funds**

### **Learnfare/Welfare to Work**

In an effort to increase the literacy level and employability of those individuals in Missouri's Welfare System, two (2) pilot Learnfare/Welfare projects have been established in Missouri's two largest metropolitan areas. In the St. Louis Metropolitan area, the Learnfare/Welfare to Work project will be mandatory for more than 650 welfare recipients. Recipients whose youngest child is under the age of six are exempt from participation. The Learnfare/Welfare to Work project in Kansas City, Missouri is voluntary. The projects' components will include basic skills and remedial education and employability enhancement skills.

### **Centers for At-Risk Youth**

Centers for At-Risk Youth (CARY) projects are in the implementation stage. There will be approximately 19 centers in operation by July 1, 1988. CARY projects are using JTPA 8% funds to serve dropouts and potential dropouts with remedial and basic education deficiencies and who are economically or academically disadvantaged. For JTPA purposes, an academically disadvantaged individual is defined as one who possesses three or more of the following attributes: (This definition does not include learning disabilities.)

1. Scores below the 25th percentile on a standardized achievement or aptitude test.
2. Whose school grades are below a 2.00 on a 4.00 scale.
3. Has failed one or more grade levels.
4. Has an absentee rate of ten (10) or more days per year or five (5) or more days in the preceding semester.
5. Has a reading and/or math grade equivalency at least 1.0 below current grade placement.
6. Either parent or appropriate aged sibling has not received a high school diploma or General Educational Development (GED) certificate.

A counselor will be responsible for organizing the assessment and evaluation activities for the project. Identification for entry into CARY will begin while the student is in the eighth grade. A six (6) week summer remedial education program may be available for those eighth graders who are identified as in need of services.

Dropouts may enter the project at any point and may select a GED certificate route tied to vocational education or high school credit with vocational education.



Based on the general description of the project, the students to be served under the program may include:

1. Individuals age 14 or over who are identified as potential dropouts.
2. Individuals age 16-21 who have dropped out of school.
3. Individuals who are unlikely to complete a course of study which results in a sufficient number of credits to meet school graduation requirements.
4. Students currently enrolled in a vocational education program who have been identified as lacking certain basic skills.
5. A student who requires more time to achieve than the traditional classroom allows.
6. Adults, 22 years of age or older, who have not graduated from high school.

With the beginning of the ninth grade, students may be placed in basic skills classes. Contents of the basic skills classes may include: language arts/communication skills, social studies, science, mathematics, and fine arts. Types of services to be provided may include: assessment and evaluation, academic instruction and remediation, employability skills, job placement services, guidance and counseling, and vocational skills training.

If it becomes apparent that the high school student cannot earn enough high school credits to graduate with the student's regular graduating class, the project emphasis will shift toward attainment of a GED certificate. Upon reaching the eleventh grade, the student will be referred to the appropriate vocational education program.

The operation of the project at each site will be funded from a variety of sources depending upon availability and need. Typically, funding may come

from State JTPA 8% funds, JTPA II-A and II-B summer youth program, Carl D. Perkins funds, Adult Basic Education (ABE), Average Daily Attendance (ADA), local funds, and In-Kind contributions.

### **Coordinated Matching Grants**

Coordinated Matching Grant (CMG) funds were made available for projects jointly developed in cooperation with local SDAs and local education agencies. The projects were designed to provide services to the hard-to-serve population such as Limited English Language Proficiency, Displaced Homemakers, Teenage Parents, Handicapped, Older Workers, Offenders, Alcoholics, or Addicts. As of December, 1987, there were 412 participants served in PY'87. The CMG projects that have demonstrated a high positive termination rate will continue operation in PY'88. A project located in Hannibal, Missouri has become the model for the Statewide initiative for CARY projects in Missouri.

### **Basic Education Initiative**

Basic Education Initiative (BEI) is a computerized basic skills program designed to provide individuals, reading as low as the third grade level, with the necessary remediation to upgrade their education level and obtain a high school equivalency certification. PY'86 ended with nearly 11,000 people served by the program in 43 locations. The program is continuing with the upgrade of equipment and the possibility of expansion into more locations.

### **Customized Training**

Through a contractual agreement, JDT and DESE administers the Missouri Customized Training Program, an employer responsive program, that serves as the flagship for the State's efforts to create and retain employment through training assistance. Missouri Customized Training allows employers to tailor a program to fit their needs through on-the-job training and formal group or classroom training.

Under guidance from the Customized Training and Economic Development Committee, JDT dedicates funds to the Missouri Customized Training

Program to enhance the employment opportunities for eligible participants in newly created jobs with new and expanding employers. State General Revenue funds are also available through DESE and the Missouri Job Development Fund, which allows customized training to be provided for retraining existing workers to retain their jobs, and training for newly created jobs.

Guidance for the administration of the Missouri Job Development Fund is provided by the Missouri Job Training Joint Legislative Oversight Committee, a bipartisan representation from both houses of the State Legislature. These funds are also jointly administered by JDT and DESE. Missouri employers may request training assistance by applying to either state agency.

The variety of available funding sources, each with unique benefits, provides Missouri employers with an avenue to lower the cost of training, and assures that the Missouri Customized Training Program will remain a valuable economic development tool for the State.

Once an application has been reviewed, a training project is jointly developed by the employer and the administrative agencies. Since the training projects are designed to meet the needs of a specific employer, or a group of employers with a similar training requirement, projects tend to be unique. Training projects are reviewed based on the following criteria: 1) the number of new jobs created within the State; 2) cost effectiveness; 3) retention of trainees at the completion of training; and, 4) wage benefit to trainees.

The development of customized training projects is closely aligned, whenever possible, to additional funding sources through Title III, Title II-A (3%), and Title II-A funds from PICS. This further combination of funds maximizes the training opportunities for Title II-A and Title III eligible participants and provides Missouri employers with a greater opportunity to fulfill their training needs in a more cost-effective manner.

Since JTPA 8% funds must be matched dollar for dollar, the participating employer is strongly encouraged to contribute to the cost of the training project. Private sector contributions such as wages paid to trainees, training equipment, facilities and supplies constitute valuable sources for required match. Additional matching can be provided through State training funds.

An employer's training requirements may be best served through Classroom Skill Training, On-the-Job Training, or a combination of these two training components. Classroom Training activities can be delivered through a private training institution, an area vocational/technical school, junior college, or college. An employers' own employees can also be temporarily certified as vocational instructors through DESE.

To ensure that local delivery of services is in compliance with all applicable Federal and State laws and regulations, monitoring is regularly conducted by JDT.

---

---

*JDT will dedicate \$1,894,949 of 8% funds, and \$5 million allocated from the Missouri Job Development Fund for use in the Missouri Customized Training Program during PY'88.*

---

---

JDT will dedicate \$1,894,949 of 8% funds, and \$5 million allocated from the Missouri Job Development Fund for use in the Missouri Customized Training Program during PY'88. The JDT plans to serve approximately 1,316 participants in the Customized Training Program. JDT intends for the minimum entered employment rate for trainees to be 80 percent, with an average wage at placement of \$5.00. The cost per entered employment will be approximately \$1,800.

Several policy changes have been accepted after recommendation by the Customized Training and Economic Development Committee. Those that have not been previously mentioned are:



~ For training projects with expanding employers, no On-the-Job Training wage reimbursements will be made until the trainee has completed training and 30 days of unsubsidized employment.

~ The Missouri Customized Training Program will implement an evaluation questionnaire and develop a procedure to increase employer feedback to the contracting agencies.

~ The minimum percentage of economically disadvantaged persons at the project level will be lowered from 90 to 80 percent. Dislocated Workers are the only category of non-economically disadvantaged persons eligible for 8% funding.

## Title III - Worker Reentry Program

For PY'88 Missouri has been allocated \$3,868,509 to operate employment and training programs for dislocated or laid-off workers throughout the State. Funds for these programs are provided under Title III of the JTPA and are intended to provide the full range of training and special services needed by dislocated workers in order to help them return to work permanently. Coupled with the Missouri Legislature's appropriation of approximately \$1,500,000 in State General Revenue funds as match for the Title III funds, the total amount of funds available to assist dislocated workers is \$5,368,509. Other matching sources such as unemployment insurance payments, the employer's share of on-the-job training wages and in-kind match from the Title III contractors will help the State fulfill JTPA's matching requirements for Title III funds.

Dramatic changes have occurred in the economic and employment base of the State and its metropolitan areas in the last two years. Although

the Missouri economy has improved in general and unemployment has decreased, thousands of skilled or semiskilled blue collar workers have been permanently unemployed as many companies have reduced production levels, closed facilities and attempted to remain solvent by cutting costs in every area.

---

---

*House Bill 1376 established the Distressed Industry Task Force (DITF) to coordinate a unified response to help prevent plant closings and to assist workers, their families, and communities affected by a plant closure.*

---

---

Because of the changes that have occurred throughout Missouri's economy, House Bill 1376 was passed by the General Assembly in 1986. House Bill 1376 established the Distressed Industry Task Force (DITF) to coordinate a unified response to help prevent plant closings and to assist workers, their families, and communities affected by a plant closure.

The first resolution of the DITF was to recommend that the Department of Economic Development (DED), through JDT, be the lead agency to develop and implement a Rapid Response effort to deal with problems associated with plant closings or mass layoffs. The Rapid Response Team includes members from DED, JDT, DES, and DESE. Since task force members have major responsibilities in education, job training, employment services and economic development, they play a key role in the development and coordination of rapid response efforts to displaced workers.

Upon notification of a potential or actual closing, the Response Team Coordinator (JDT staff member) immediately contacts the employer and, when appropriate, the union, to schedule an initial meeting. At the initial meeting, the response team advises the company and the union on services available from the State and solicits their assistance to enable the State to provide these services. In addition, the response team coordinator sets up a meeting with community leaders (elected officials, service providers, chamber and economic development groups) to enable the

response team to explain the action the State is taking to deal with the layoff or closing.

Next, the response team coordinator arranges a meeting for the response team with all of the affected workers to explain services (UI, labor exchange, job search assistance, training) and encourage participation. The DITF relies on the JDT network of statewide Worker Reentry Program Operators to assist dislocated workers in their efforts to cope with their job loss and to secure another job.

The Worker Reentry Program relies on the following critical program components to ensure the successful reemployment of dislocated workers. Extensive assessment and testing of the laid-off workers' skills and educational level is the first step in determining their employment and training needs. In many cases, dislocated workers simply need to learn how to find a job and will, on their own initiative, after receiving sufficient training and support. This program is a very cost-effective means of ensuring reemployment.

Career and personal counseling are also key components of a dislocated worker program. Personal and family counseling must be provided to assist the worker and family to cope with the trauma of losing a long-held job and facing the uncertain prospect of retraining in order to return to gainful employment. Referral to supportive services available through other community resources also helps to ease the shock of unemployment.

Those who have not finished high school or elementary school may be referred to remedial education training in order to become job ready. For those workers unable to find their own job through job search assistance, it is necessary to provide other placement services for them. Many of these workers who have transferrable skills need shorter periods of training in order to maintain employment. In addition, vocational training may be needed to completely retrain many of these workers whose skills are now obsolete; and infrequently, it may be in the best interest of the laid-off worker to be trained using a combination of vocational classroom training and then on-the-job training.

For dislocated workers who may require vocational training, JDT contracts with DESE to accept referrals of eligible workers from the JDT's network of Worker Reentry Program operators. Training funds totaling \$550,000 are available for these individual referrals to vocational training institutions.

The State will also attempt to match the employment and training needs of new and expanding companies with the experience and skills of concentrations of dislocated workers in Missouri. In effect, Title III funds will be used as an economic development tool to customize training for new and expanding companies, as well as providing the company with a workforce which has the experience, attitudes and skills to quickly benefit the company, the workers and the State.

In addition, the linkage and information exchange between the PICs and AEs and the Title III program operators will be strengthened to ensure that services and available job opportunities that may be appropriate for these workers are coordinated.

Technical assistance and training will be provided to local Title III program staff. In addition, each operator will receive a quarterly performance report which will list its planned performance for the period preceding the report. Figures will include the planned level, actual level, difference and amount needed to complete the terms of contract, number served, expenditure level, wage rate, and placement rate. Operators will be expected to respond in writing, detailing a plan for the completion of all terms of the contract that are not consistent with planned levels.

With the total funds available, the State plans to enroll 5,000 dislocated workers. Seventy-five (75) percent of those individuals terminated will be placed into jobs. The average wage at placement will be \$6.50 and the cost per entered employment will be approximately \$1,500.



## OVERSIGHT AND SUPPORT ACTIVITIES

**T**he State of Missouri will conduct on-site monitoring visits of all SDA Title II-A and Title II-B programs to assess compliance with JTPA, state established fiscal policies and procedures, related applicable laws and regulations, and the local Job Training Plans. Similarly, statewide operators of Title III and Title II-A 8% and 3% programs will also be monitored annually to ensure legal and programmatic compliance. JDT will also test selected problem areas for further, more in-depth review. These reviews may consist of surveys, in-depth reviews of reporting, or more detailed on-site program reviews.

Written reports will be issued after each monitoring with appropriate corrective action required within thirty days. On-site follow-up regarding the implementation of SDA corrective action will occur at a reasonable time interval following the receipt of a corrective action plan.

The State will also provide support to SDAs through various ongoing training and technical assistance activities. A training institute will be funded from 6% dollars to offer technical assistance on a wide range of problems. Bimonthly meetings will be conducted with the 15 administrative entity directors to address state and federal policy issues relative to JTPA implementation. SDAs and statewide program operators will also receive direct JDT on-site training and technical assistance, as needed, based on findings from both on-site monitoring and desk reviews. These activities may be provided on an individual basis or through group sessions on a regional or statewide scale.

# PERFORMANCE STANDARDS

## Statewide Program Performance Goals

For Program Year 1988, the performance goals for state supported programs are included in each program description.

For Program Year 1989, Missouri adopted the two performance measures for Title III. They are:

- ~ Entered Employment Rate
- ~ Average Wage at Placement

The departure point for Title III average wage at placement will be \$6.75.

Missouri will use DOL's national adjustment models to adjust SDA performance standards. Planned performance standards are calculated from data submitted in the local Title III plans.

Calculation of Title III performance standards will follow the same timing and process as Title II-A.

## Methodology Adjustment

Missouri plans to use the Department of Labor's (DOL's) national adjustment models to adjust SDA performance standards. Planned performance standards are calculated from data submitted in the SDA Job Training Plan and the local economic data.

Missouri plans to use the following standards for PY'88:

- ~ Adult Entered Employment Rate
- ~ Adult Cost Per Entered Employment
- ~ Adult Average Wage at Placement
- ~ Adult Welfare Entered Employment Rate
- ~ Youth Entered Employment Rate
- ~ Youth Positive Termination Rate
- ~ Youth Cost Per Positive Termination
- ~ Adult Follow-Up Employment Rate

The regional adjustments will be applied to these measures. Missouri did move to more long term measures in PY'89.

Missouri plans to use the following standards for PY'89:

- ~ Adult Entered Employment Rate
- ~ Adult Average Wage at Placement
- ~ Youth Entered Employment Rate
- ~ Youth Employability Enhancement Rate
- ~ Adult Follow-Up Employment Rate
- ~ Adult Follow-Up Weekly Earnings
- ~ Adult Follow-Up Weeks Worked
- ~ Adult Follow-Up Welfare Entered Employment Rate

Regional adjustments will be made on Title II-A standards. At the end of the year, final performance standards are calculated for each SDA. End-of-year terminee characteristics and updated economic data are used in the DOL model. Actual performance levels are compared to these final performance standards to determine which SDAs will be eligible for in-



centive grants or technical assistance. An SDA may appeal any model-adjusted standard that is an extreme value at this time. Appeals will also be considered on standards that have been derived with extreme factor values.

Failure to attain a positive or zero numerical value using the overall average of the percents by which an SDA exceeds or fails to meet each performance standard at the end of any two consecutive program years will result in the imposition of performance standards sanctions and necessitate the development of a reorganization plan as required by section 106 of the Act. Such a plan may restructure the PIC, prohibit the use of designated service providers or make such other changes as the governor deems necessary to improve performance. The governor may also select an alternate entity to administer the program for the SDA. The alternate AE may be a newly formed PIC or any agency jointly selected by the governor and the Chief Elected Official (CEO) of the largest unit of general local government in the SDA.

Any reorganization plans made in accordance with this performance standards sanction policy shall be made with full opportunity for a hearing before a hearing officer. The hearing must be requested within 10 days of the receipt of the governor's reorganization plan. A hearing will be held within 30 days of filing and written notification of the hearing determination issued within 60 days.

Upon receipt of the governor's written notification that the hearing determination upholds the governor's imposition of a reorganization plan, an SDA may appeal to the Secretary of Labor. Appeals must be submitted jointly by the PIC and CEO(s) of the SDA. The secretary will accept appeals dated no later than 30 days after the SDA's receipt of the governor's written notification of the hearing determination. A copy of the appeal must be simultaneously mailed to JDT when filed. The secretary shall make a decision within 60 days of the date of appeal.

Sanctions will be imposed through a sanction letter signed by the director of JDT. Sanction letters

will be mailed to the chairperson of the PIC, the CEO(s) and the director of the AE. Corrective action plans which are developed in response to a sanction must contain the signature of all three of these individuals.

Sanctions will be removed only through a letter signed by the Director of JDT.

# STATE INCENTIVE GRANTS

## Priorities and Criteria for State Incentive Grants

Missouri's incentive grant system will:

- ~ Provide incentive grants to the SDAs that exceed their minimum performance goals;
- ~ Relate incentive grants to the degree by which SDAs exceed their performance standards;
- ~ Consider the relative size of the SDAs; and
- ~ Consider SDA success in serving school dropouts and welfare recipients.

The method to distribute incentive grants for PY'88 consists of the following steps:

**Step 1:** Determine the percent by which the SDAs exceed (or fail to meet) their performance standard for each of the approved eight (8) minimum performance categories.

**Step 2:** Calculate the overall average of the percents exceeding (or failing to exceed) for all eight (8) performance standards from Step #1 for each SDA and divide by eight (8), resulting in an overall average percent exceeded minimum performance standards.

**Step 3:** Multiply the average of the percent exceeding (or failing to exceed) overall performance

standards for each SDA (Step #2) by that SDA's portion of Title II-A (78%) funds.

**Step 4:** Multiply the figure attained from Step #3 by each SDA's percent of attainment of their required percentage of service to school dropouts.

**Step 5:** Multiply the figure attained from Step #4 by each SDA's percent of attainment of their required percentage of service to welfare recipients.

**Step 6:** (a) For those SDAs whose cumulative multiple effect value through Step #5 exceeds zero (0), divide the multiple effect value from Step #5 by the sum of Step #5 for all SDAs. Assign the resulting value as the SDA's portion of incentive grant funds earned.

(b) For the SDAs whose multiple effect value is zero (0) or less than zero (0): Assign zero (0) as the SDA's portion of incentive grant funds earned.

**Step 7:** Multiply the portion of incentive grant funds earned by each SDA by the total amount of 6% funds reserved in the 6% incentive grant pool.

**Step 8:** Award the amount of funds determined in Step #7 to each SDA. Funds awarded through this process will not be subject to the performance standard process.



Step 9: Use the remaining 6% funds for technical assistance for SDAs which do not earn an incentive, as well as other purposes authorized under the Act and its amendments.

For PY'89, incentive grants will be distributed according to two (2) different formulas. One-half of the incentive pool will be distributed according to the following Steps 1 through 9:

Step 1 through Step 6: Repeat Steps 1 through 6 above.

Step 7: Multiply the portion of incentive grant funds earned by each SDA by one-half the amount of 6% funds reserved in the 6% incentive pool.

Step 8 through Step 9: Repeat Steps 8 through 9 above.

One-half of the incentive pool will be distributed according to the following Steps 10 through 28.

Step 10: Sum the average percent exceeded performance standards for all SDAs.

Step 11: Divide each SDA's average percent exceeded performance standards by the sum in Step 10 to obtain each SDA's relative share of that sum.

Step 12: Sum the percentage portion of Title II-A (78%) funds for all SDAs.

Step 13: Divide each SDA's percentage portion of Title II-A funds by the sum in Step 12 to obtain each SDA's relative share of that sum.

Step 14: Divide each SDA's relative share by eight (8) to ensure that no relative share contributes more weight than the eight (8) performance standards.

Step 15: Sum the percents of attainment of required service to school dropouts for all SDAs.

Step 16: Divide each SDA's percent attainment of required service to school dropouts by the sum from Step 15 to obtain each SDA's relative share of that sum.

Step 17: Divide each SDA's relative share by eight (8) to ensure that no relative share contributes more weight than the eight (8) performance standards contribute.

Step 18: Sum the percents of attainment of required services to welfare recipients for all SDAs.

Step 19: Divide each SDA's percent attainment of required service to welfare recipients by the sum from Step 18 to obtain each SDA's relative share of that sum.

Step 20: Divide each SDA's relative share by eight (8) to ensure that no relative share contributes more weight than the eight (8) performance standards contribute.

Step 21: Sum the expenditure rates for all SDAs.

Step 22: Divide each SDA's expenditure rate by the sum from Step 21 to obtain each SDA's relative share of that sum.

Step 23: Divide each SDA's relative share by eight (8) to ensure that no relative share contributes more weight than the eight (8) performance standards contribute.

Step 24: Add the figures obtained for each SDA from Step 11, Step 14, Step 17, Step 20 and Step 23.

Step 25: (a) For those SDAs whose cumulative additive effect value through Step 24 exceeds zero (0), divide the additive effect value from Step 24 by the sum of Step 24 for all SDAs. Assign the resulting value as the SDA's portion of incentive grant funds earned.

(b) For the SDAs whose multiple effect value is zero (0) or less than zero (0): Assign zero (0) as the SDA's portion of incentive grant funds earned.

Step 26: Multiply the portion of incentive grant funds earned by each SDA by half the amount of 6% funds reserved in the 6% incentive grant pool.

Step 27: Award the amount of funds determined in Step 26 to each SDA. Funds awarded through this process will not be subject to the performance standard process.

Step 28: Use the remaining 6% funds for technical assistance for SDAs which do not earn an incentive, as well as other purposes authorized under the Act and its amendments.

# GOVERNOR'S COORDINATION AND SPECIAL SERVICES ACTIVITIES

## **Information and technical assistance for developing and implementing plans and programs**

The State has established an issuance system to communicate JTPA policy decisions and pertinent information to SDAs.

The State has issued planning guidelines to SDAs to assist in the development of their local Job Training Plans. In addition, data has been sent to assist SDAs in meeting the statutory requirements of service levels to economically disadvantaged school dropouts, economically disadvantaged youth and AFDC recipients, as well as the ratio of public to private employment for use in planning the OJT program.

The State will provide technical assistance directly or provide preventative technical assistance through the Missouri Institute for Executive Development at the University of Missouri-Columbia. The training is a jointly designed and supported effort by the state and SDAs which provides more timely technical assistance to the SDAs of Missouri. The State, through JDT, has established a field representative

system to provide technical assistance in planning and implementing JTPA programs. Three full-time staff members serve as liaisons between their assigned SDAs and JDT.

## **Developing and providing to SDAs labor market information on a state and local basis**

The State has provided SDAs with information, at statewide and SDA specific levels, regarding social and economic characteristics, occupational and industrial characteristics, and labor market conditions.



The State has and will continue to develop information on industries losing employment, identification of dislocated workers, and industries expanding their workforces. Analysis of the impact of specific industries on the local economy are also provided. Occupational projections to 1995 have been developed for the State, St. Louis Standard Metropolitan Statistical Area (SMSA), and Kansas City SMSA. Projections for the remaining SDAs will be published in PY'88. JDT, working with the State Data Center, the Missouri Occupational Information Coordinating Committee, and DES, provides SDAs with a variety of publications, newsletters, and data reports containing this kind of information. The State will provide SDAs with additional information and assistance when possible throughout the program year. Special requests for sub-SDA data analysis are also completed on an as-needed basis.

## **Providing preservice and in-service training for Administrative Entities, Private Industry Councils, and contractors for state-supported programs**

Following PIC certification by the Governor, the State provided orientation sessions for each of Missouri's PICs. The State will continue to provide in-service training to PICs through its field representatives, operations staff, and the Missouri Training Institute.

In addition, the State has and will continue to convene regular meetings of the SDAs' AE staffs to provide in-service training and discuss issues of concern among SDAs. The State has and will continue to provide training to SDA staffs to promote effective management of local training programs.

The State annually convenes a Job Training Conference for PIC members, SDA staff, and local elected officials. Additional coordination and special services activities may be undertaken should any 8% funds not be obligated through cooperative agreements.

## **Missouri Veterans Program**

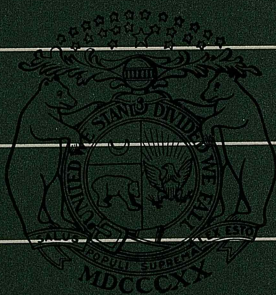
The focus for PY'88 of the Missouri Veterans Program is to demonstrate at the local SDA level the increase of participation of eligible veterans in JTPA training services through a systematic approach of awareness, recruitment, access and successful completion of job training and job placement. The federal funds through Title IV-C are matched with the state's 8% funds to support a veterans coordinator in each of the 15 SDAs. The coordinator works with the JTPA delivery system to coordinate the JTPA employment and training system with other agencies currently or potentially providing services to eligible veterans. Emphasis is directed toward maximizing use of existing services to reduce duplication. The local coordinator focuses on identifying and meeting the needs of eligible veterans within the SDA and informs JDT and the local PIC of such needs. A case management approach is used to assure that individual eligible veterans are able to access training services and programs from various agencies and transition from training to job placement. Eligible veterans under Title IV-C are 1) service connected disabled veterans, 2) Vietnam-era veterans, and 3) recently separated veterans.

The focus for PY'89 of the Missouri Veterans Program will be to provide intensive personal contact and supportive services to "At-Risk" veterans. The Federal Title IV-C funds are matched with the state's 8% as well as local match funds.

Eligible veterans could include: (1) service-connected disabled veterans; (2) Vietnam-era veterans; and (3) minority veterans.

JDT will conduct oversight and administration for the Veterans' Employment Program to operate in the metropolitan areas of St. Louis and Kansas City. An intensive case management approach will focus on a comprehensive provision of services consisting of career interest assessment, clinical counseling (including psychological, when necessary), on-the-job training and classroom-occupational training.





produced by:

The Missouri Department of Economic Development  
Division of Job Development and Training